

members or the benefits it provides to its associates as it expands further into international markets?

Chapter 4

1. To what extent do you think that training and associate learning would be more important for Whole Foods than for other grocery stores?
2. What type of perceptual problems on the part of associates and the public may have resulted from the scandal regarding John Mackey's blog activities?

Chapter 5

1. Given the nature of Whole Foods' jobs and the way in which associates are selected, what type of personality traits are important for Whole Foods' associates to possess?
2. Compared to the industry average, Whole Foods has a low turnover rate and is consistently ranked as a great place to work. Why do you think Whole Foods' associates are so satisfied and committed to the organization?

Chapter 6

1. Are Whole Foods' team members likely to experience problems with procedural and/or distributive justice? Explain.
2. Which of the major motivational practices are emphasized by Whole Foods in its management system? For example, do they include meaningful rewards, tying rewards to performance, designing enriched jobs, providing feedback, or clarifying expectations and goals?

Chapter 7

1. Based on the demand-control and effort-reward models of stress, are Whole Foods' team members likely to experience a great deal of stress? What about its executives?

2. Does Whole Foods need a wellness program? Why or why not?

Chapter 8

1. Is John Mackey a transformational leader? Why or why not?
2. Based on contingency theories of leadership, what approach to leadership should be used by Whole Foods' team leaders? Why?

Chapter 9

1. Whole Foods' open-book policy allows all associates to have full access to all information about the company and its executives. Would this degree of open communication work as well in other companies? Why or why not? What impact do you think this degree of transparency has on the attitudes and behavior of Whole Foods' associates?
2. What ethical issues arise from John Mackey's use of a pseudonym to post opinions, information, and critiques on blog sites?

Chapter 10

1. What decision styles does John Mackey appear to use? Do these fit his situation?
2. Which group decision-making pitfalls appear most likely within Whole Foods' teams, and which decision-making techniques would you recommend to counter those pitfalls?

Chapter 11

1. What policies and procedures does Whole Foods enact that allow it to develop successful associate teams?
2. What impact do you think that the process of allowing team members to vote on hiring new members has on the dynamics and performance of the Whole Foods teams?

Chapter 12

1. Whole Foods' "Declaration of Interdependence" states that two of the company's core values are "creating wealth through profits and growth" and "caring about our communities and the environment." Often, these two values are in conflict for many companies. How does Whole Foods resolve this conflict?
2. Whole Foods has been opposed to the unionization of its associates. However, associates in a Madison, Wisconsin, store voted to become unionized. What type of conflicts or power struggles may have caused this to occur?

Chapter 13

1. Analyze the effects of the democratic approach to store operations and hiring new associates on store performance.
2. What does the transparency about company financial data and associate and managers' compensation communicate about Whole Foods' culture? How does the Declaration of Interdependence reflect aspects of Whole Foods' culture?

Chapter 14

1. Analyze how Whole Foods has managed change over the years since it started.
2. Whole Foods now faces a significant amount of competition. How should it respond to the change in the competitive landscape of its industry? What future challenges do you envision for Whole Foods market?